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Lean to Last Initiative

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If you don't manage your business processes, they will manage you.

Lean to Last Initiative

Objectives

- Why we chose Lean

- Lean Principles

- How Lean is applied to government

- Results achieved

- How to create a culture for continuous improvement

Why Lean?

Government is under increasing pressure to:

- Reduce costs
- Expand services with less
- Improve processing time

- Increase productivity
- Improve quality of services
- Meet customer expectations

What Is Lean?

A customer-driven waste reduction technique that:

- Examines a current process

- Improves efficiency by decreasing process time

- Produces a product or service to demand of internal and external customers

- Initiates organizational change

The Relentless Pursuit of Waste

Common Misconceptions

- Lean is only for manufacturing businesses

- Increasing productivity creates higher stress

- Eliminating waste results in loss of jobs

- Lean is a "Flavor of the Month"

- Focus on higher internal efficiency = less customer attention

- Lean costs a lot of money to implement

How Do You Lead the Transformation to Lean in a Government Environment?
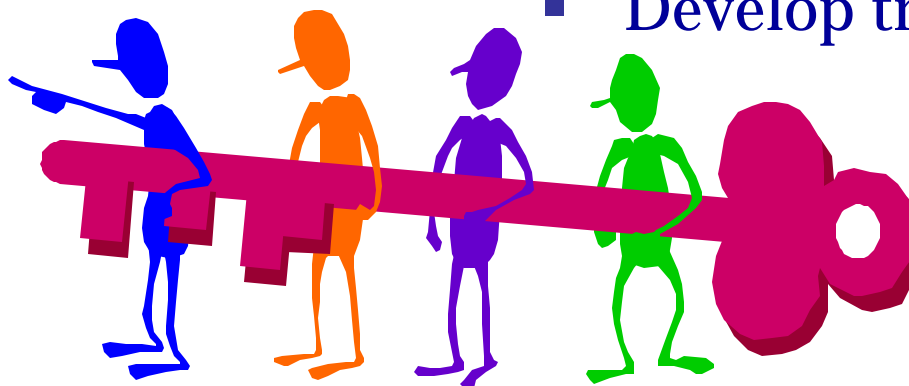
The Key is <u>Management Behaviors</u>

- Obtain support of Commissioner
- Emulate **Lean** behavior
- Empower all staff
- Encourage innovation
- Think like a for-profit organization

Lean Teams

- Reinforce participation and teamwork

- Value differences

- Cross functional

- Set ground rules

- Develop trust

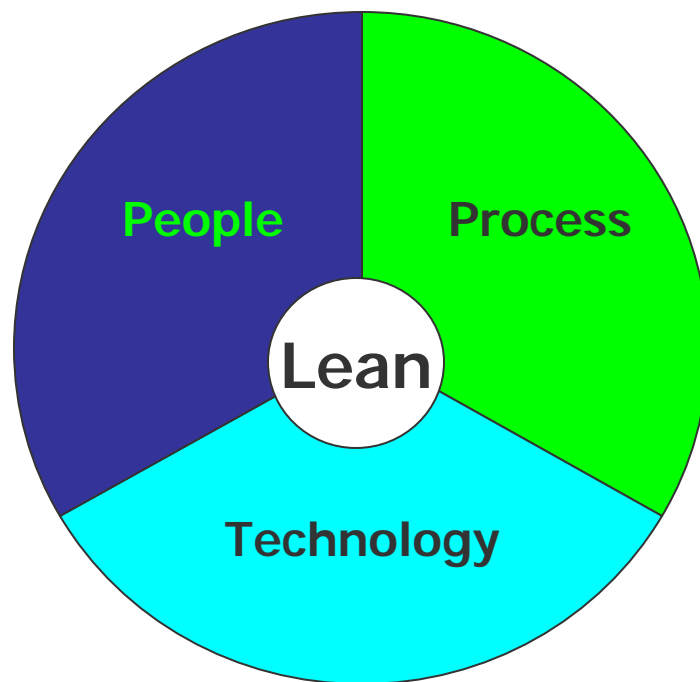*Respect for People and Teamwork*

Lean Government is an Integration of:

Employee-Centered Change

Must Learn to:

- Listen

- Develop people

- Not blame

- Encourage innovation

The Lean Culture

Lean to Last is everybody's job description.

The Lean Culture Must Include:

- Managerial leadership

- Involvement & modeling

- Ability to focus on a single objective

- Flexibility

- Collaborative mindset

- Agreed upon game plan

- Becoming a master of change

How do you Accomplish a Lean Culture?

- **Lean Leadership**
- At-stakeness
- **Lean to Last** vs. an add-on

- A predictable future vs. a **Lean Future**
- **Lean** breakthrough results

Lean Behaviors

- Powerful communication

- Breaking the Vicious Circle™

- Interrupting *"the way it really is around here"* culture

- Ability to operate from the **Lean Future**

Lean Behavioral Tools & Methodology

- Going beyond the limitations of past successes.

- Dealing with the fear of change and the hidden commitment to no change.

- Choosing **Lean**.

- The **Lean Mission**.

Choosing Lean

- The common view of choice is one of reacting to, or selecting among the existing options.

- **Lean Leaders** have the ability to be the author of their situations and impact areas that were previously viewed as impervious to change.

The Lean Mission

- **Enrollment**

  Causing the new possibility of **Lean to Last** in a way that internal and external constituents are inspired, motivated and in action.

Translating Lean Leadership Into Action

- The **Lean Culture** is coupled with an action strategy using the principles and values of **Lean**.

- This provides the arms and legs of the culture to proceed and inevitably leads to extraordinary results.

Translating Lean Leadership Into Action

Creation of *The Center for Lean Government*

- Generate innovative and exciting pilot programs
- Serve as a clearinghouse for grant opportunities, proposals and ideas

How Lean Works

- Obtain management commitment

- Identify a **process/procedure** to be "Leaned"

- Establish a Lean team (include people who do the work)

- Use brainstorming/process mapping to identify "bottlenecks" and areas for improvement

- Implement customer-driven waste reduction techniques

- Evaluate the results and make further improvements

- Continue to find additional Lean projects within the unit

5 Lean Principles

1. Value   Determine customer's values

2. Value stream   Determine the steps taken to deliver a service or product

3. Flow   Reduce waste and shorten cycle time

4. Pull   Ensure that only those services or products that the customer wants through the value stream flow

5. Perfection   Ensure that waste does not creep back

Adapted from "Lean Thinking" by James P. Womack and Daniel T. Jones

Brainstorming

- Everyone participates

- Brainstorming can be oral or written

- Identify opportunities within prescribed time frame

- Do not evaluate a suggestion made during the process

- Ideas can be piggybacked on other ideas

- Focus on the idea, not the individual

Leveraging the Strength of Many Minds

What is Process Mapping?

A visual representation of the flow of work in a **series of steps** showing the path of a process and the relationship between the steps

Provides a structured approach for thinking through a process

Analyzing the Process Map

For:

- Major delays

- Large blocks of time

- Complex flow paths

- Steps that can be eliminated or combined by asking *"is this what the customer wants?"*

Highlights areas where <u>Customer Value</u> and <u>Waste</u> occur in a process

Versions of a Process

1. What you think it is...

2. What it actually is...

3. What you would like it to be...

Process Improvement Examples

Automation

- Standard templates

- Forms with calculations

- Forms on the Intranet

- *Microsoft Access, Excel*

Manual

- Forms

- Unneeded reports

- File locations

- Postage, paper reduction

Root Cause Analysis

In **Root Cause Analysis** a problem is scrutinized, from a general to a specific perspective, to determine its origin.

A Person is RARELY the <u>Origin</u> of the Problem but Can be One of the Symptoms

Fundamental Questions

Must Always Ask:

- Does this eliminate waste?

- Does this create value for our end-user customers?

- What's the root cause of the problem? (5 Whys)

- Is this the least-waste way to do the work and behave?

> ### *Study the Process and Simplify*

Adapted from The CLBM, LLC

Customers

- **Customer** is the most important part of our process and drives how we do business

- Any step of a process that does not add **Customer Value** is considered Waste

- **Waste** adds costs but does not add value to the customer

More on the Customer…

How do we translate **Customer** values into the process?

- Constantly ask "is this what the **Customer** wants?"
- If a step (or process) does not add value to the **Customer**, ask "is this step (or process) actually needed?"

What are Examples of Waste?

- Document errors
- Document transport
- Completing work not needed
- Process steps, reviews & approvals
- Waiting for the next step
- Searching for information
- Backlogs
- Behaviors

The Eighth Waste - Behaviors

- Blaming people for errors
- Negative body language
- Not following through
- Not listening
- Passive aggressive

- Poor communicating skills
- Sabotaging projects
- Sulking
- Withholding information
- Withholding training

Non-Value Added Behaviors can be Eliminated

How Do the Improvements Remain?

PLAN: Plan ahead - analyze and predict the results

DO: Execute the plan, taking small steps

CHECK: Check the results

ACT: Take action to standardize or improve the process

Adapted from the W. Edward Deming Institute

What is the "Parking Lot"?

Used during the **Process Mapping** effort to "park" issues that:

- Cannot be resolved with the information available (insufficient data, other resource(s) needed)

- Team members want to remember to discuss

What is the Issue Item Sheet?

Change #	Issue/Item	R S/O E/O	Person Responsible	Goal		Decision Involves	Status	Date Completed
				Short Term	Long Term			
1								
2								

- Record problems, proposed solutions throughout the Lean process

- Review issues, items and check status

- Important to the journey toward *perfection*

Opportunity • Guidance • Support

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Why the Department of Labor?

- Successful internal/external Lean efforts

- Experienced trainers and proven curriculum

- Support from U.S. Department of Labor

- Knowledge of government processes

- Immediate on-site consultation availability

Lean Events

Internal

- Benefit Payment Control
- Business Management
- Business Services
- Claims Examination
- Customized Job Training
- Delinquent Accounts
- Information Technology
- Merit Rating
- Payroll
- Quality Program Review
- Shared Work
- Trade Act
- Welfare-to-Work

External

- Board of Education & Services for the Blind
- Eastern CT Workforce Investment Board
- Enfield, Town of
- Hamden *CTWorks*
- Hartford *CTWorks*
- New Britain *CTWorks*
- Waterbury *CTWorks*

Agency Results Achieved

- **350** process steps eliminated, redesigned or automated

- **7,800** worker hours eliminated, redesigned or automated

- **$1,585,000** dollars in worker hours saved enabling workers to reduce backlogs and take on new services

What to Expect

- Repeatable and predictable processes

- Increased productivity

- Fewer errors

- Exceed customer expectations

- Improved employee satisfaction

- Empowered staff

What our Customers are Saying . . .

"Thank you for introducing me to one of the most positive experiences for me here at the Labor Department. Now I can't seem to stop wanting to Lean everything."
Stephanie Jones, Business Management

"Eliminating waste in government has truly been an enlightening experience. The process gave me a real understanding of the needs of our customers and the way they do business."
Diane Sardilli, Hartford Business Services

"Our commitment to streamlining Business Management's procurement process was a rewarding and challenging experience that helped us in finding solutions that would benefit our needs."
Anthony Colacrai, Business Management